

## Cisco Connected Workplace Case Study:

### Transforming the Workplace Experience in Paris



#### Background

In 2007, Cisco began planning the renovation of the company's Paris office based in Issy-les-Moulineaux.

The renovation program was driven by the fact that the 9 year lease was about to expire and there was an urgent need to plan for future business growth and operational requirements. The ILM building is centrally located and convenient for local transport and amenities in Paris in the heart of a High Tech business community (with neighbours such as HP, and Microsoft on the doorstep). For this reason, it

made sense to renew the 9 year lease and renovate the existing 11,291m<sup>2</sup> office, using the concept of mobility to achieve a more intelligent use of space, rather than seek additional accommodation

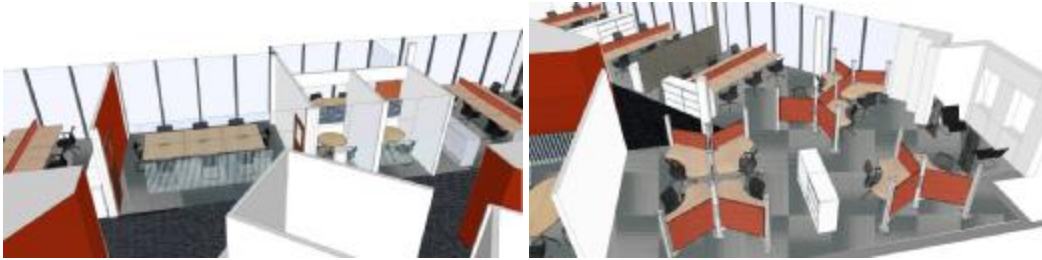
#### The Workplace Challenge

While the ILM Paris Mobility Project aligns with Cisco's global strategy for Real Estate, it was important that the project team consulted with local employees to identify their cultural needs and ensure their wellbeing. As part of the brief, a comprehensive change management program was initiated by the project team in partnership with OZ Consulting to build trust and create a strong dialogue with local employees.

Local employees were working in an outdated environment which did not reflect the contemporary Cisco brand. An increasingly global workforce and customer base means that employees often work at non-traditional hours, as they collaborate more frequently with other theatres, leaving their offices vacant at other times. More complex business and technology issues increase the need for collaboration with team members in the same building or at various sites worldwide. Employees are often away from their desks, in meetings or workgroup discussions.

In response to such non-traditional work patterns, the project team planned to create a more flexible workspace environment to meet changing business needs and provide additional capacity in the on-site restaurant and catering facilities.

## The Cisco Connected Workplace Solution



The **Cisco Connected Workplace (CCW)** is a group-assigned environment with a variety of shared open and closed workspaces that give teams and individuals choices to support their work. Key physical attributes include: no more than seated height privacy at open workstations, closed door spaces that emphasize collaboration and personal storage that is separated from the individual workspace. Day-to-day space use is established and managed by the occupants in tandem with Workplace Resources (WPR).

### A Shared Program for Mobility:

By working with local employees through management, the Work Council, Health and Safety Committee (CHSCT) and Human Resources, the project team aimed to educate and inform local stakeholders on the benefits of the Cisco Connected Workplace and resolve objections to the proposed changes to the working environment.

**Following consultation with local employees, a phased building program was planned. The project team would:**

- Create a Human Size open space: 12/14 people per zone interrupted by Audio Privacy Rooms and Quiet Rooms.
- Manage 7 phases of internal moves (1186 moves in total)
- Renovate the reception, staircase and 1st floor client lounge to create a contemporary customer zone
- Restructure the restaurant, install a new dish wash area and create an e-café, to increase the seating capacity by 100.

### Focus on Communication

The project team initiated a collaborative change management program to encourage the honest and open exchange of ideas. This involved:

**Consultation:** from a very early stage in the program, employees were invited to collaborate with the project team, share their views, raise concerns and ask questions:

**Appointment of program team:** staffed by representatives from each function/department to ensure a balanced view and provide a direct channel for communications with local employees

**Situation Analysis:** a Pre-Renovation Survey and a Time Utilization Study were conducted to discover what employees felt about their current working environment and what changes they would make. This helped to identify appropriate solutions that could be integrated into the design

**Pedagogic workshops:** hosted by the project team to engage and involve employees in all aspects of workplace design and overcome concerns while highlighting the benefits of mobility such as:

1. **Ensuring Privacy:** by introducing Audio Privacy Rooms to the workspace design, employees began to understand that they would be able to find a place to meet with 2/3 people and book a conference room for larger groups.
2. **Reducing Noise:** While APRs provide private places to work and meet with colleagues, many employees expressed concerns about noise levels in open desk areas. The project team worked with the local program team to agree principles of workplace etiquette that would reduce ambient noise.
3. **Creating a more informal place to work:** the project team demonstrated that by releasing assigned desk space, new informal seating areas could be created, to provide a more relaxed, collaborative setting for breaks and collaboration with colleagues
4. **Showcasing Cisco technology:** the renovation would bring new Cisco technologies to every employee, including TelePresence, WebEx , DMS, Cisco Unified Video Advantage (CUVA) cameras etc.
5. **Building Communities:** the project team explained that some teams would gather around a permanent anchor point to maintain a sense of community with colleagues. Others would find it beneficial to work collaboratively with colleagues in a different area of the building, according to their daily schedule.
6. **A Sense of Space:** the design focused on bringing more light into the building through the use of glass and other transparent construction materials. At the same time the project team focused on acoustic engineering to contain ambient noise.
7. **A Flexible Plan for Business Growth:** the existing building in Paris was in the perfect location for Cisco, but space was limited. By embracing mobility, the project team was able to reconfigure the existing space to meet changing business requirements. This included adding capacity to the restaurant facility and making the lobby area a more contemporary and welcoming, customer-facing area.

## Cisco Connected Workplace Outcomes



The new flexible and collaborative workspace at the Cisco Building at ILM, Paris, allowed the project team to achieve a number of objectives:

### Innovation

The concept of mobility brought new opportunities to transform the workplace into a more flexible, productive and collaborative environment that will meet changing business needs. At the Cisco building in ILM, Paris the project team applied the principles of mobility to:

- Regroup dispersed teams

- Offer a choice of workplace settings to employees to meet different business needs throughout the working day including audio privacy rooms, soft seating areas, touchdown desks and collaborative areas
- Create a more sustainable workplace environment: upgrade the BMS (Building Management System) to improve monitoring of the air-conditioning system and wherever possible, introduce sustainable materials into the design and encourage the use of multi-functional equipment.

### Corporate Outcomes

As a showcase of the Cisco Connected Workplace in France, the ILM building enabled the project team to:

- Showcase Cisco technology to offer a flexible choice of communications tools that empower employees to work more collaboratively and with more agility in a highly productive, mobile environment. Cisco technologies available include:
  - Cisco Unified Video Advantage (CUVA) video cameras
  - Cisco CP 7975 and CP 7937 IP phones
  - Cisco Digital Media Signage (DMS)
  - Cisco TelePresence solutions
- Promote the Cisco brand: share corporate messages, culture and values with DMS, full wall size images in lift lobbies and corporate signage along the circulation wall corridors
- Raise the profile of Cisco in Paris: improve public awareness of the Cisco building with the installation of 3 external LED signs

### Advancement of FM Practice

This project challenged the project team to adapt and manage space differently while reviewing operational needs to deliver a more fun, comfortable and productive workplace environment. Significant improvements in FM practice were achieved including:

- Delivery of a safer, more comfortable place to work: improve ergonomics, above the standard European Guidelines with new chairs and ensuring that 10% of the desks were height adjustable.
- The Post Renovation Survey responses revealed an 8% increase in overall employee satisfaction about the workplace environment (57% in total).
- By introducing innovations such as the concept of mobility, the project team raised the profile and perceived value of the Workplace Resources/facilities management function as a trusted partner and strategic advisor to the business.

### Sharing Cisco FM Experience with Customers and Industry Peers

The project team has been pro-active in sharing experiences with customers and industry peers by showcasing the Cisco Connected Workplace project in Paris as an example of best practice:

- The ILM Paris project has been featured as a case study in *Enterprises et Carrières* (March 2010), in *Décision Achats* (April 2009)
- Regular building tours and Customer Briefing Center presentations for industry peers in Real Estate and Facilities Management are hosted at the ILM Paris building
- Representatives from the project team have participated in a number of external conferences including an event about the workplace environment and psycho-social risks

organized by Arbor & Silva and a seminar hosted by IPD on the evolution of the enterprise workplace environment over the next 10 years and the impact on real estate investment.

### Leadership in FM Operations

- Cisco in partnership with Oz Consulting won a prestigious industry award for workplace management, presented by **ARSEG** (Association de Directeurs et Responsables de Services Generaux) in France. (December 2009).
- Cisco competed against short listed companies such as Microsoft, IBM and Philips to win the award for the refitting and complete renovation of the Issy-les-Moulineaux headquarters building of Cisco Systems France in Paris.
- In June 2010, Cisco was awarded the Global FM Golden Award for Excellence in recognition of best practice, innovation and sustainable development in the workplace environment at Issy-les-Moulineaux.

### The Cisco Workplace Resources Project Team



As Workplace Delivery Manager for Cisco in France, Valerie Simier collaborates with global teams in the US, Asia-Pacific and European markets on Real Estate projects. Valerie has a Masters Degree in Management from the Essec University. She is a member of the FM Arseg and CoreNet Real Estate Associations.



Fabrice Zaphiratos is Directeur Associé (Director Associate) from OZ Consulting who worked in partnership with Cisco on the change management program to build trust and create a strong dialogue between the project team and local employees.